

N00217_001454
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**FINAL REMEDIAL INVESTIGATION/FEASIBILITY STUDY PLANNING
AND IMPLEMENTATION - VOLUME 1 REPLACEMENT PAGES UPDATING
PROJECT MANAGEMENT WORK PLAN**

09/07/1990

PRC ENVIRONMENTAL MANAGEMENT, INC.

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CLEAN
Central Zone

Contract No. N62474-88-D-5086

Contract Task Order 0057

Navy Engineer-in-Charge: Julie Carver / Richard Powell

PRC Project Manager: Gary Welshans

PRC Assistant Project Manager: Emir Utush

HLA Project Manager: Mary Lucas

NAVAL STATION, TREASURE ISLAND
HUNTERS POINT ANNEX
SAN FRANCISCO, CALIFORNIA

REMEDIAL INVESTIGATIONS/FEASIBILITY STUDIES
PLANNING AND IMPLEMENTATION

PROJECT MANAGEMENT WORK PLAN

Prepared By

PRC ENVIRONMENTAL MANAGEMENT, INC.
120 Howard Street, Suite 700
San Francisco, CA 94105
415/543-4880

September 7, 1990

5090
Ser 1811JC/00481
13 SEP 1990

Mr. Howard Hatayama
Department of Health Services
State of California
Toxic Substances Control Division
Region 2
700 Heinz Avenue, Bldg. F, Suite 200
Berkeley, CA 94710

Dear Mr. Hatayama:

Enclosed please find a copy of the updated "Work Plan, Volume I, Project Management Plan for the Remedial Investigation/Feasibility Study, Naval Station, Treasure Island, Hunters Point Annex, San Francisco, California" dated September 7, 1990. The new sections reflect the Navy; Planning Research Corporation Management, Inc.; Harding Lawson Associates; Aqua Terra Technologies; and VERSAR, Inc. staff, currently assigned to the Remedial Investigation/Feasibility Study project activities at Hunters Point Annex.

To update the Project Management Plan, each updated section should be removed from the existing Project Management Plan and replaced with the enclosed sections. A copy of this letter should be inserted after the title page of the Project Management Plan to document these revisions.

Should you have any questions regarding this matter, the point of contact is Commander, Western Division, Naval Facilities Engineering Command (Attn: Julie A. Carver, Code 1811JC, (415) 244-2557).

Sincerely,

Original signed by:

MICHAEL A. MIGUEL
Head, Environmental Restoration Branch

Encl:

(1) Updated Project Management Plan

Copy to:

Regional Water Quality Control Board (Attn: Steve Ritchie)
Bay Area Air Quality Management District (Attn: Scott Lutz)
U.S. Environmental Protection Agency (Attn: Chuck Flippo)
California Dept. of Fish & Game (Attn: Mike Rugg)
U.S. Fish & Wildlife Service (Attn: Steve Schwarzback)
National Oceanic & Atmospheric Administration (Attn: Chip Demarest)
Hunters Point Technical Review Committee Public Member (Attn: Rev. Arelious Walker)
City and County of San Francisco (Attn: David Wells)
San Francisco District Attorney (Attn: Steve Castleman)

Blind copy to: (w/o encl) 09C9, 202, 09A2A.20, 18A2
181, 1811, 1811RP,
Harding Lawson Associates (Attn: Mary Lucas)

(w/ encl) Admin. Record, 1811JC
COMNAVBASE S.F.,
PWC S.F. BAY (Code 420)
COMNAVSEASYSCOM (Attn: Robert Milner)
GIC Treasure Island, HPA
NAVSTA Treasure Island
PRC (Attn: Gary Welshans)

Writer: Julie Carver, 1811JC, x2557
Typist: B. Palmer, 11 Sept 90, UPDTD PMP
File: HP/DOHS

PROJECT MANAGEMENT PLAN
DATED 26 MAY 1989 IS VOLUME 1 OF THE:
REMEDIAL INVESTIGATION/FEASIBILITY STUDY
WORK PLANS

DATED 14 APRIL 1988

THIS RECORD IS ENTERED IN THE DATABASE AND FILED
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1.0 INTRODUCTION

This Project Management Plan (PMP) has been prepared on behalf of the U.S. Navy by PRC Environmental Management, Inc. (PRC) for the Remedial Investigations/Feasibility Studies (RI/FS) at the Naval Station, Treasure Island, Hunters Point Annex (HPA), San Francisco, California. The project location is shown in Figure 1. This document was prepared using available Federal and state guidance and is intended to satisfy the requirements of the Remedial Action Order (Docket No. HSA87/88-034RA) issued by the California Department of Health Services (DHS).

The work plans for the RI/FS at HPA currently consist of the following planning documents:

Volume 1	Project Management Plan
Volume 2A	Sampling Plan - Group I Sites
Volume 2B	Sampling Plan - Group II Sites
Volume 2C	Sampling Plan - Group III Sites
Volume 2D	Sampling Plan - Group IV Sites
Volume 2E	Air Sampling Plan
Volume 3	Quality Assurance Project Plan
Volume 4	Data Management Plan
Volume 5	Site Safety Plan
Volume 6	Public Health and Environmental Evaluation Plan
Volume 7	Feasibility Study Plan

This document is intended to modify Work Plan Volume 1, the PMP. The purpose of the PMP is to describe how the HPA RI/FS will be managed by the Navy. It contains descriptions of the project organization and the responsibilities of key personnel for the Navy, PRC, Harding Lawson Associates (HLA), and other subconsultants involved with the site.

2.0 PROJECT ORGANIZATION

This section describes the overall organizational structure and the general responsibilities of each major group involved in the HPA RI/FS. These groups of personnel include the Navy, PRC, HLA, Versar, Inc. (Versar), and Aqua Terra Technologies (ATT). Figure 2 shows the Project Organization Chart. This chart illustrates the relationships between the key personnel of the Navy, PRC, and HLA, as well as the relationships with subcontractors and other technical groups (Versar and ATT) that are not directly involved under this CTO.

Naval Station, Treasure Island (NAVSTA TI) is the property owner of HPA and has overall oversight responsibility. The operations, daily activities, and other work associated with

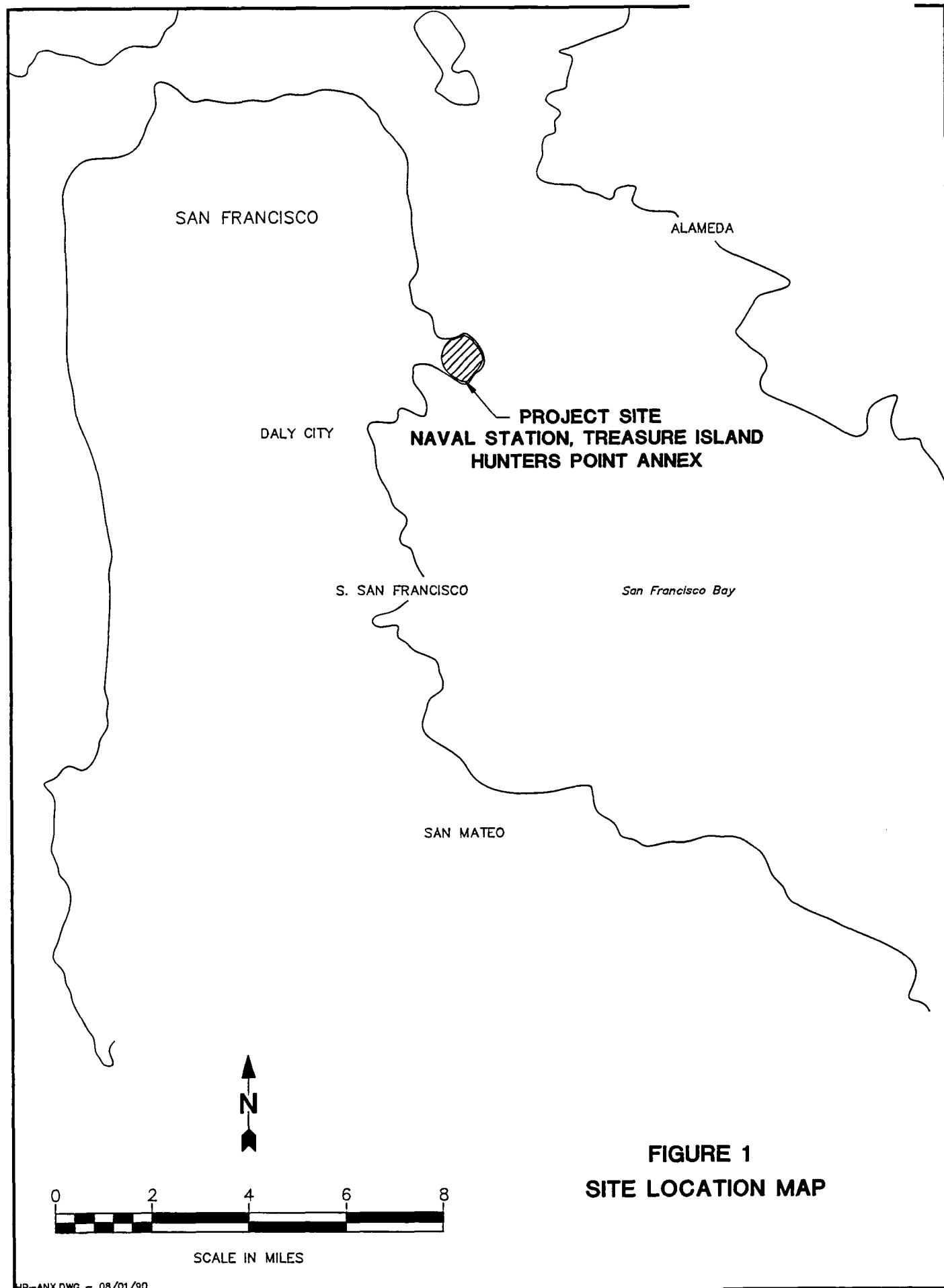
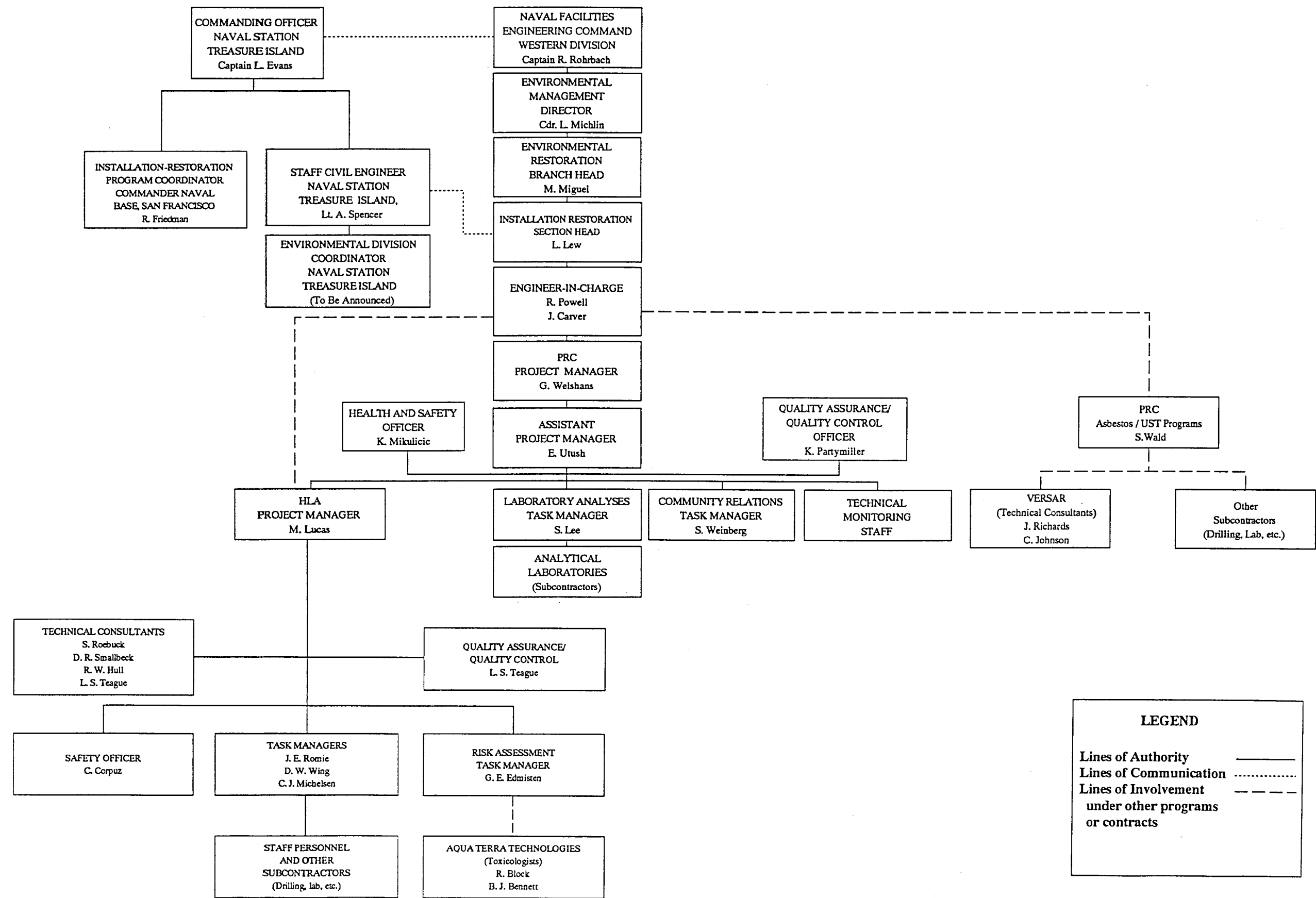


FIGURE 1
SITE LOCATION MAP

FIGURE 2
PROJECT ORGANIZATION CHART



the RI/FS for HPA will continue to be coordinated and overseen by Naval Facilities Engineering Command, Western Division (WESTDIV) under the Navy's Installation Restoration (IR) program. Commander Naval Base (COMNAVBASE) San Francisco is responsible for the IR community relations program.

PRC and its team subcontractor, HLA, are responsible for implementing and performing the RI/FS under the direction of WESTDIV. PRC's responsibilities include: providing technical and management support to the RI/FS community relations program; managing and coordinating with the laboratories performing RI/FS analytical services; reviewing all technical documents prepared by HLA for quality assurance/quality control (QA/QC); overseeing HLA and other subcontractors performing RI/FS activities; and attending technical meetings with the Navy, regulatory agencies, and concerned parties. HLA's responsibilities include: preparing the RI/FS work plans and associated planning documents; performing field investigations; evaluating data generated in the RIs; preparing the RI/FS technical documents; overseeing subcontractors necessary to accomplish the RI/FS; and, attending technical meetings, as necessary, with the Navy, PRC, and other involved parties.

Two subconsultants, Versar and ATT, provide specialized consultant services on the Hunters Point project. Responsibilities of Versar include, but are not limited to, coordinating and overseeing asbestos removal and abatement activities; performing underground storage tank closures; and preparing relevant work plans and reports. ATT provides as-needed technical support to HLA in the fields of toxicology, air toxics and air modeling, and in preparing related work plans and reports.

Table 1 lists the key RI/FS management positions and the names and titles of the persons assigned to these positions. These management positions are described in the remaining sections of this document. Resumes of key personnel, other than Navy officers, currently involved with the project are presented in Appendix A. Additional key personnel will be added to the staff as the need arises. As key personnel change, this plan will be updated. The resumes of personnel previously involved with the project are included in Appendix B.

3.0 DESCRIPTION OF KEY STAFF RESPONSIBILITIES

This section identifies and discusses the general responsibilities of each of the key personnel from the three main groups (Navy, PRC, and HLA) involved with the RI/FS. The primary functions of these key personnel are to establish an effective and efficient management program for the HPA RI/FS.

**TABLE 1
KEY PROJECT PERSONNEL**

NAVY PERSONNEL		
<u>RI/FS Project Position</u>	<u>Personnel</u>	<u>Job Title</u>
Commander, WESTDIV	R. Rohrbach, CAPT.	Commander, WESTDIV
Commanding Officer, NAVSTA TI	L. Evans, CAPT.	Commanding Officer, NAVSTA TI
Environmental Management Director, WESTDIV	L. Michlin, CDR.	Director, Office of Environmental Management
Staff Civil Engineer NAVSTA TI	A. Spencer, LT.	Staff Civil Engineer NAVSTA TI
Environmental Division Coordinator, NAVSTA TI	To Be Determined	Environmental Engineer
Environmental Restoration Branch, WESTDIV	M. Miguel, RA.	Head of Environmental Restoration Branch
Installation Restoration Section, WESTDIV	L. Lew, P.E.	Head of Installation Restoration Section
Engineers-In-Charge, WESTDIV	R. Powell J. Carver	Environmental Engineer Environmental Engineer
Community Relations, COMNAVBASE San Francisco	R. Friedman	IR Program Coordinator
PRC PERSONNEL		
<u>RI/FS Project Position</u>	<u>Personnel</u>	<u>Job Title</u>
Project Manager	G. Welshans, Sc.D., P.E.	Senior Environmental Engineer
Assistant Project Manager	E. Utush, R.G.	Senior Geologist
Project QA/QC Officer	K. Partymiller, Ph.D.	Environmental Chemist
Project Manager, UST/Asbestos Removal Actions	S. Wald	Geologist

TABLE 1 (continued)
KEY PROJECT PERSONNEL

PRC PERSONNEL		
<u>RI/FS Project Position</u>	<u>Personnel</u>	<u>Job Title</u>
Health and Safety Officer	K. Mikulicic	Office Health and Safety Coordinator
Laboratory Analyses Task Manager	S. Lee	Environmental Chemist
Community Relations Task Manager	S. Weinberg	Community Relations Specialist
 HLA PERSONNEL		
<u>RI/FS Project Position</u>	<u>Personnel</u>	<u>Job Title</u>
Project Manager	M. E. Lucas	Senior Geologist
Task Managers	G. E. Edmisten J. E. Romie, R.G. D. W. Wing C. J. Michelsen	Associate Toxicologist Senior Geologist Associate Engineer Project Geochemist
Technical Consultant	S. Roebuck	Consulting Principal Engineer
Technical Consultant	R. W. Hull, Ph.D.	Senior Associate Geochemist
Technical Consultant/ Project Quality Control Officer	L. S. Teague, R.G.	Senior Associate Geologist
Technical Consultant	D. R. Smallbeck	Associate Microbiologist (Remedial Engineering)
Site Safety Officer	C. Corpuz	Associate Industrial Hygiene & Safety Specialist

TABLE 1 (continued)
KEY PROJECT PERSONNEL

ATT PERSONNEL

<u>RI/FS Project Position</u>	<u>Personnel</u>	<u>Job Title</u>
Project Manager	R. M. Block, Ph.D.	Environmental Toxicologist
Technical Consultant	B. J. Bennett	Project Scientist

VERSAR PERSONNEL

<u>RI/FS Project Position</u>	<u>Personnel</u>	<u>Job Title</u>
Project Manager	J. Richards	Senior Scientist
Technical Consultant	C. Johnson, R.G.	Senior Geologist

3.1 NAVY PERSONNEL

As previously described, NAVSTA TI is responsible for activities at HPA, while WESTDIV is responsible for conducting the RI/FS for HPA. The IR Program Coordinator of COMNAVBASE San Francisco is responsible for implementing and directing the community relations program, concurrent with the performance of the environmental investigation activities. The Environmental Division Coordinator for NAVSTA TI is stationed at Treasure Island and provides coordination between these three Navy departments.

Two levels of upper management exist at WESTDIV: the Commander of WESTDIV and the Environmental Management Director. Daily management of the HPA RI/FS for the Navy is provided by the WESTDIV Engineer-in-Charge (EIC), with oversight from the Section Head.

The responsibilities of the key NAVSTA TI, COMNAVBASE San Francisco, and WESTDIV military officers are varied and include responsibilities not related to HPA. These military personnel have overall oversight responsibility for HPA and generally are briefed by civilian technical personnel; their responsibilities will not be discussed further in this document. The responsibilities of the civilian technical personnel, including the NAVSTA TI Environmental Division Coordinator, the WESTDIV Installation Restoration Section Head, the WESTDIV EICs, and the COMNAVBASE IR Program Coordinator are discussed below.

3.1.1 Environmental Division Coordinator

The Environmental Division Coordinator for NAVSTA TI is responsible for coordinating all environmental activities between Navy Departments and regulatory agencies. His specific responsibilities include, but are not limited to:

- Monitoring hazardous waste disposal efforts at HPA
- Acting as a technical authority concerning environmental issues related to hazardous waste disposal and environmental investigations
- Providing briefings and reports to the Commanding Officer of NAVSTA TI regarding the status of the remedial activities and any related problems and incidents
- Coordinating correspondence between the Navy and the regulatory agencies
- Representing the NAVSTA TI Commanding Officer

3.1.2 Installation Restoration Section Head

The primary role of the IR Section Head of WESTDIV is to provide technical and management oversight of the HPA project. The specific responsibilities of the Section Head include:

- Implementing program policy and procedural review
- Reviewing all documents relative to HPA environmental investigations (the RI/FS as well as other environmental studies)
- Reviewing scopes of work and budgets
- Supervising Navy technical staff
- Overseeing and monitoring contractor performance

3.1.3 Engineer-In-Charge

The HPA project is managed by the EICs from the IR Section of WESTDIV. The EICs are responsible for directing and monitoring the RI/FS activities at HPA. The specific responsibilities of the EICs include:

- Developing the scope of work necessary for each phase of the project
- Identifying and requesting work to be conducted as part of the RI/FS
- Assessing the work performance of the contractors
- Negotiating cost proposals
- Coordinating with regulatory agencies
- Ensuring contractual obligations
- Reviewing all technical documents

3.1.4 Installation Restoration Program Coordinator

A community relations program was developed by HLA in January 1989 for HPA to facilitate communication between the Navy and the community (HLA, 1989b). This program will be implemented by the IR Program Coordinator of COMNAVBASE San Francisco. The responsibilities of the IR Program Coordinator include, but are not limited to:

- Overseeing implementation of the community relations program
- Preparing and conducting community meetings
- Preparing and organizing news and information releases
- Serving as the central spokesperson for the Navy in community matters
- Assessing community concerns and notifying the involved parties as necessary

Community relations activities are and will continue to be coordinated and performed by COMNAVBASE San Francisco, with assistance from the WESTDIV EIC and PRC.

3.2 PRC PERSONNEL

Key PRC staff involved with this project include the Project Manager, the Assistant Project Manager, the Project QA/QC officer, the Health and Safety Officer, the Laboratory Analyses Task Manager, the Community Relations Task Manager, and technical monitoring personnel of various disciplines. The responsibilities of these key personnel are described in the following subsections.

3.2.1 Project Manager and Assistant Project Manager

The Project Manager is responsible for the overall management of the project and coordination with the Navy. The Project Manager's specific responsibilities include, but are not limited to:

- Overall oversight and coordination with the Navy and team subcontractors/subconsultants
- Overall oversight of project tasks, schedules, and budgets
- Communication with the Navy and, as necessary, the regulatory agencies
- Allocation of technical staff for specific task assignments
- Overall reviews of all technical documents

The Assistant Project Manager will share the project management responsibilities as needed with the Project Manager. In addition, the Assistant Project Manager will be responsible for the direct supervision of PRC technical staff involved with the project and oversight of the RI/FS field activities.

3.2.2 Project Quality Assurance/Quality Control Officer

The Project QA/QC Officer will be responsible for implementing the QA/QC program for this project. Specific responsibilities include performing QA/QC reviews of all technical documents and reports prepared by both PRC and HLA and ensuring that all deliverables meet the quality standards established in PRC's Quality Control Management Plan.

3.2.3 Health and Safety Officer

The primary responsibilities of the Health and Safety Officer in this project are:

- Preparing and approving activity-specific health and safety plans
- Ensuring proper scheduling and coordinating of health and safety training programs and activities
- Monitoring activities' compliance with applicable Federal and state regulations related to health and safety
- Developing emergency response procedures
- Consulting with the Project Manager, the Assistant Project Manager, and field personnel on all health and safety-related issues

3.2.4 Laboratory Analyses Task Manager

The Laboratory Analyses Task Manager is responsible for overseeing the performance of the analytical laboratories. Specific tasks to be performed include:

- Periodical audits of laboratories
- QA/QC review of analytical data
- Resolution of technical problems or issues concerning laboratory analyses
- Supervision of technical staff performing laboratory data validation and data assessment

3.2.5 Community Relations Task Manager

The Community Relations Task Manager will provide support and consultation to the IR Program Coordinator of COMNAVBASE San Francisco regarding the community relations program. The primary responsibilities are to provide necessary assistance in:

- Implementing the community relations program
- Preparing and conducting community meetings
- Preparing and organizing news and information releases
- Assessing community concerns and notifying involved parties

3.2.6 Technical Monitoring Staff

Experienced staff personnel of various disciplines will be selected to provide technical monitoring functions. The staff will perform a variety of specific tasks including field oversight and technical review of all reports and plans prepared by subcontractors' including HLA. The technical monitoring personnel include, but are not limited to, hydrogeologists, geologists, air toxics specialists, chemical engineers, environmental engineers, environmental scientists, civil engineers, and toxicologists.

3.3 HLA PERSONNEL

Numerous HLA personnel will be involved in conducting the RI/FS for HPA. Overall project implementation and coordination with the Navy and PRC, as well as with subcontractors, is the responsibility of the HLA Project Manager. Daily activities are reviewed and supervised by HLA project Task Managers. Technical consultants will provide assistance in specialized areas, including internal quality control and site safety, on an as-needed basis. These project positions are described in the following sections. Additional project staff will be utilized to perform the field investigations, evaluate and validate data, and prepare reports. These additional staff will be supervised by the Project Manager or Task Managers and are not described further in this document.

3.3.1 Project Manager

The Project Manager is responsible for the internal management of the project and coordination with the Navy and PRC. The Project Manager's responsibilities include, but are not limited to:

- Project implementation and coordination with the Navy, PRC, and subcontractors
- Oversight of project tasks, schedules, and budgets
- Communication with the Navy, PRC, and, as applicable, the regulatory agencies
- Allocation of HLA technical staff
- Technical reviews

3.3.2 Task Managers

Several Task Managers will be utilized to accomplish the RI/FS. Separation and delegation of these tasks to specific project personnel will depend upon technical and management expertise, as well as availability. An individual Task Manager may be responsible for several related tasks. Examples of such tasks are: field work for the RIs; evaluation and validation of chemical data; evaluation of the geology and hydrology; performance of preliminary screening investigations and/or Preliminary Assessments/Site Inspections (PA/SI); and evaluation of remedial action technologies and alternatives.

For the assigned tasks, the general responsibilities of the Task Managers will include, but not be limited to:

- Communication with the Navy and PRC, as needed
- Communication with the HLA Project Manager and technical consultants
- Supervision of project staff required to perform the assigned tasks
- Monitoring of scope and budgets
- Preparation or review of technical documents
- Oversight of subcontractors

Individual responsibilities will vary depending upon the assigned tasks. All HLA Task Managers are senior personnel experienced in technical and managerial duties.

3.3.3 Technical Consultants

The complexity of the HPA RI/FS requires the use of expertise in a variety of subjects. Within HLA, technical consultants will provide technical direction, comments, or review in disciplines that include, but are not limited to, hydrology, geochemistry, analytical chemistry, quality assurance, geotechnical engineering, and remedial engineering. Some of the technical consultants who will likely be utilized for the HPA RI/FS are listed in Figure 2.

3.3.4 Quality Control Officer

Two levels of QA/QC personnel are established at HLA. Overall supervision of the Corporate QA program is the responsibility of the HLA QA Manager (herein considered one of the technical consultants). A Project QC Officer is responsible for supervising project personnel in the performance of:

- Field and chemical laboratory audits
- Data assessment and validation
- Evaluation of the adequacy of field and office QC documentation
- QC technical review of project documents
- Corrective measures and associated documentation

The Project QC Officer has overall oversight responsibility for the activities with regard to QA/QC within HLA; these responsibilities may include others not listed above.

3.3.5 Site Safety Officer

The Site Safety Officer (SSO) is responsible for overseeing the health and safety program for HPA, as described in the Site Safety Plan. The SSO will perform the following tasks or will supervise project personnel performing these tasks:

- Briefing all field personnel on the hazards that may be associated with accomplishment of task objectives
- Preparing or approving safety sections of project work plans
- Notifying the Project Manager of accidents/incidents and preparing Accident/Incident Reports, as required
- Developing emergency procedures and other safety procedures
- Establishing controlled access areas and procedures to follow if unauthorized entry occurs
- Coordinating site security measures with the Navy

In addition to the specifics listed above, the SSO is responsible for project work involving issues of health and safety.

REFERENCES

- Harding Lawson Associates, April 5, 1989a. Project Management Plan, Remedial Investigation/Feasibility Study; Naval Station, Treasure Island, Hunters Point Annex, San Francisco, California.**
- Harding Lawson Associates, January 20, 1989b. Community Relations Plan, Remedial Investigation/Feasibility Study; Naval Station, Treasure Island, Hunters Point Annex, San Francisco, California.**
- PRC, January 1990, Comprehensive Long-Term Environmental Action Navy (CLEAN), Quality Control Management Plan.**



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**Based on the redaction, this constitutes a partial denial of your request.
Because your request has been denied in part, you are advised of your right to
appeal this determination in writing.**

**Please refer to the accompanying correspondence from the FOIA Office for
directions and information about the appeal process.**